



Department of Defense DIRECTIVE

NUMBER 2010.8

November 12, 1986

ASD(A&L)

SUBJECT: Department of Defense Policy for NATO Logistics

- References:
- (a) DoD Directive 2010.8, subject as above, March 2, 1979 (hereby canceled)
 - (b) NATO Military Committee MC 36/2, "Division of Responsibilities in Wartime between the National Commanders and the Major and Subordinate Allied Commanders," May 20, 1960
 - (c) [DoD Directive 2010.9](#), "Mutual Logistic Support Between the United States and Governments of Other NATO Countries and NATO Subsidiary Bodies," June 7, 1984
 - (d) [DoD Directive 2000.8](#), "Cooperative Logistic Supply Support Arrangements," February 12, 1981
 - (e) through (m), see enclosure 1

1. REISSUANCE AND PURPOSE

This Directive reissues reference (a), establishing DoD policy and assigning responsibilities for the rationalization of logistics with other nations in the North Atlantic Treaty Organization (NATO) Alliance.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Unified and Specified Commands, the Inspector General of the Department of Defense (IG, DoD), and the Defense Agencies (hereafter referred to collectively as "DoD Components").

3. DEFINITIONS

Terms used in this Directive are defined in enclosure 2.

4. POLICY

4.1. It is DoD policy in keeping with NATO policy as stated in NATO Military Committee MC 36/2 (reference (b)), that, while each nation is responsible for the logistic support of its own forces, the United States encourages mutual provision of such support among NATO nations. Allied interdependence is of such importance that each nation must be assured that the forces of its partners are well supported. Accordingly, the Department of Defense supports the rationalization of allied logistics, including cost-sharing. DoD Components shall support the rationalization process consistent with U.S. laws and regulations. This process is divided into the categories of mutual logistics support, combined logistics support, and standardization.

4.1.1. Mutual Logistics Support. Mutual logistics support includes:

4.1.1.1. Cross-Servicing. Cross-Servicing between the United States and its NATO Allies or NATO subsidiary bodies is authorized by the NATO Mutual Support Act of 1979 (NMSA) as implemented by DoD Directive 2010.9 (reference (c)). DoD Components shall attempt to accomplish cross-servicing agreements with other NATO members for logistics support required in Europe and adjacent waters when useful and possible. Reference (c) outlines responsibilities and authorities for negotiating cross-servicing agreements under NMSA.

4.1.1.2. Cooperative Logistics. DoD Components shall strongly encourage allied countries and NATO subsidiary bodies (especially the NATO Maintenance and Supply Agency) to establish Cooperative Logistics Supply Support Arrangements (CLSSAs) under Security Assistance auspices to support all major end items and test equipment, including firmware and software and vehicles and other support equipment of U.S. origin that the United States and other NATO forces hold in common. Detailed policy for CLSSAs is in DoD Directive 2000.8 (reference (d)). DoD Components shall explore with other NATO countries or NATO subsidiary bodies the practicality of establishing similar arrangements with the manufacturing countries for U.S.-held end-items of foreign origin.

4.1.1.3. Host-Nation Support. U.S. Forces assigned to NATO shall rely on host-nation support for logistics functions, continuously ascertain host-nations' willingness and capability to provide the required support, and attempt to formalize that support in written agreements. To ensure the flow of materiel to support deployed

forces in emergency agreements, follow-on arrangements and joint planning for logistics lines of communication are of especially high priority. Some other areas of host nation support to be addressed are: colocated operating bases; reception, departure, and clearance services at ports of debarkation; enroute and transient support; overflight rights; weapons systems cross-servicing; support of naval vessels; intratheater transportation; terminal transfer services; supplies; troop support services; facilities; materiel handling; equipment decontamination services; communication services and equipment; medical services and equipment; and labor. The absence of written agreements does not prevent programming for host-nation support in anticipation of such agreements.

4.1.2. Combined Logistics Support. U.S. Forces shall rely maximally on NATO combined logistic support arrangements, including both NATO-managed and nationally managed combined logistics activities.

4.1.2.1. NATO-Managed Combined Logistics Activities

4.1.2.1.1. NATO Maintenance and Supply Organization (NAMSO). Whenever the United States and one or more of the NATO Allies field the same weapon system, the United States shall join with those allies in a NAMSO weapon system partnership agreement for combined logistics support in Europe for those functions that are practicable, unless doing so would be disadvantageous to the United States. Consideration of NAMSO support for new weapon systems and equipment to be fielded in Europe by the United States and other NATO nations shall be documented in the Integrated Logistics Support plan required by DoD Directive 5000.39 (reference (e)). Besides combined logistics support under formal weapon system partnership agreements, DoD Components shall consider using NAMSO for storage, services, and consolidated procurement of selected items.

4.1.2.1.2. Central European Operating Agency (CEOA). Within the limits of its allotted capacity, the United States shall rely on the Central European Pipeline System (CEPS), operated by the CEOA, for storing and distributing bulk petroleum products in the central European region. DoD Components shall not program or obtain fuel storage or distribution facilities in the region if the CEPS is capable of satisfying the requirement. When the CEPS cannot meet requirements, the justification for alternative facilities must address provisions for interoperability with the CEPS.

4.1.2.1.3. Wartime Transportation Pooling. Besides appropriate U.S. assets, DoD Components shall rely on transportation assets committed to the various NATO wartime transportation pools, such as the NATO pool of merchant ships

and cargo and passenger aircraft, in evaluating lift requirements for a NATO war. The availability of those assets shall be considered in planning, programming, and budgeting for U.S. transportation capabilities.

4.1.2.1.4. NATO Common Infrastructure Program. Policy for DoD participation in the NATO common infrastructure program is provided by DoD Directive 2010.5 (reference (f)).

4.1.2.2. Nationally Managed Combined Logistics Activities. Nationally managed combined logistics activities, such as NATO petroleum-oil-lubricants (POL) depots and pipelines (other than the CEPS), NATO ammunition storage facilities, NATO naval storage and repair facilities, NATO support sites for reinforcement forces, and similar facilities available under bilateral agreements with NATO members, all provide effective alternatives to construction and operation of separate U.S. facilities in Europe. DoD Components shall give preference to using such facilities when they are available.

4.1.3. Standardization. DoD policy on standardization in NATO is provided by DoD Directives 2010.6 and 2010.9 (references (g) and (c)).

4.2. Consistency with Law and Directives. All international agreements for mutual logistic support, combined logistic support, and standardization must be consistent with U.S. law and executed in accordance with applicable DoD Directives 2000.8, 5000.35, and 5530.3; DoD Instruction 2050.1 and DoD 7290.3-M (references (d), (h), (i), (k), and (j)).

4.3. Staffing Policy for NATO Logistics Positions. Logistics is an essential aspect of NATO military planning and successful operations that must be coordinated by NATO logistics staffs. The number of positions on such staffs in NATO Headquarters, Major NATO Commands (MNCs), Major Subordinate Commands (MSCs), and Principal Subordinate Commands (PSCs) is limited. The United States should ensure that the United States is fully represented at all logistics staff levels and recruit and assign the best-qualified personnel to logistics staff positions. U.S. logistics staff positions such as those in the U.S. Mission and the U.S. Delegation to the Military Committee shall be given special priority. NATO international logistics staff positions allocated to the United States shall be filled by U.S. personnel and not released to be filled by other nationals. Announcements for competitive international staff positions (those NATO staff positions filled by the best nominee from any nation) shall be widely promulgated among U.S. Agencies to ensure that all fully qualified personnel are encouraged to apply and that the U.S. selection process nominates the best-qualified U.S. candidate or candidates. Nominations of senior logisticians (NATO A-6 through A-8; Senior

Executive Service; and general and flag officers) for assignments to the U.S. Mission, U.S. Delegation to the Military Committee, International Staff, International Military Staff, NATO Maintenance and Supply Agency, and the staffs of MNCs, MSCs, and PSCs require the concurrence of the ASD(A&L), or designee.

5. RESPONSIBILITIES

5.1. The Under Secretary of Defense (Acquisition) (USD(A)), or designee, shall:

5.1.1. Establish overall objectives and initiatives to implement this policy.

5.1.2. Ensure that DoD research and development policy facilitates attainment of U.S. logistics policies and objectives about NATO.

5.1.3. Provide United States representation at the Senior NATO Logisticians Conference (SNLC) Civil Session.

5.1.4. Coordinate all U.S. participation in the NAMSOC and appoint all U.S. representatives to the NAMSOC Board of Directors and its committees.

5.1.5. Coordinate and approve mutual logistics support agreements between the United States and NATO Allies and set up procedures to manage and implement such agreements.

5.1.6. Prepare and distribute copies of concluded agreements.

5.1.7. Develop and coordinate policies and procedures, for use during mobilization, to provide and receive logistic support in the absence of formal agreements.

5.1.8. Appoint the principal representative of the U.S. Delegation to the NATO Planning Board for European Inland Surface Transport (PBEIST).

5.1.9. Coordinate DoD participation in those NATO Civil Emergency Planning Boards and Committees that have logistics functions.

5.1.10. Review all nominations of Senior Executive Service members and general and flag officers for NATO logistics positions discussed in paragraph 4.3., above.

5.1.11. Ensure that all planning, programming, and budgeting activities related to policies developed under this Directive are properly integrated into the PPBS system.

5.2. The Assistant Secretary of Defense (International Security Policy) (ASD(ISP)), or designee, shall:

5.2.1. Provide overall guidance on logistics included in NATO long- and short-term programs.

5.2.2. Coordinate logistics inputs to the NATO Rationalization, Standardization, and Interoperability (RSI) activity under DoD Directive 2010.6 (reference (g)).

5.2.3. Coordinate overall DoD participation in NATO Civil Emergency Planning in accordance with policy established by the Secretary of State and/or the Director, Federal Emergency Management Agency (FEMA).

5.3. The Assistant Secretary of Defense (Comptroller) (ASD(C)), or designee, shall:

5.3.1. Arrange all necessary funding among the United States and NATO countries and NATO subsidiary bodies in accordance with DoD Directive 2000.8 and DoD 7290.3-M (references (d) and (j)).

5.3.2. Establish pricing policy and control financial management procedures between the United States and participating NATO Allies.

5.4. The Chairman, Joint Chiefs of Staff (CJCS), or designee, shall:

5.4.1. Provide military advice and recommend the military position on NATO logistics matters.

5.4.2. Direct the Unified and Specified Command activities and coordinate with transportation operating agencies with respect to NATO logistics and NATO civil emergency planning.

5.4.3. Appoint the U.S. representative to the SNLC Military Session.

5.4.4. Work with NATO authorities on military aspects of NATO logistics.

5.4.5. Recommend measures for resolving materiel shortages and deficiencies for U.S. and NATO forces.

5.4.6. Recommend priorities for satisfying logistics requirements of U.S. and NATO forces.

5.4.7. Coordinate bilateral and multilateral military logistics planning efforts with NATO Allies and NATO subsidiary bodies.

5.4.8. Conduct bilateral and multilateral military logistics staff talks with NATO Allies and NATO subsidiary bodies.

5.5. The Secretaries of the Military Departments and the Directors of Defense Agencies shall:

5.5.1. Incorporate NATO logistics policy in section 4., above, in all planning and programming for logistics support of U.S. Military Forces stationed in or scheduled for deployment to NATO countries in peace, war, or emergency.

5.5.2. Make maximum use of NAMSOS for logistics support of weapon systems and equipment as directed in paragraph 4.1., above, and in DoD Directive 4151.17 (reference (l)).

5.5.3. Provide representation to bilateral and multilateral NATO logistics groups.

5.5.4. Ensure that completed agreements are published and distributed to applicable levels, together with implementing instructions.

5.6. The Defense Advisor, U.S. Mission to NATO/Senior Civilian Representative of the Secretary of Defense in Europe (SECDEFREPEUR) shall support and assist DoD offices and Agencies in the planning and implementation of all aspects of DoD policy for NATO logistics. Relationships and responsibilities shall comply with DoD Directive 5105.20 (reference (m)).

6. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Forward one copy of implementing documents to the Assistant Secretary of Defense (Acquisition and Logistics) within 120 days.

A handwritten signature in dark ink, appearing to read "William H. Taft, IV". The signature is fluid and cursive, with a long horizontal stroke at the end.

William H. Taft, IV
Deputy Secretary of Defense

Enclosures - 2

- E1. References, continued
- E2. Definitions

E1. ENCLOSURE 1

REFERENCES, continued

- (e) DoD Directive 5000.39, "Acquisition and Management of Integrated Logistic Support for Systems and Equipment," November 17, 1983
- (f) [DoD Directive 2010.5](#), "DoD Participation in the NATO Infrastructure Program," March 19, 1985
- (g) [DoD Directive 2010.6](#), "Standardization and interoperability of Weapon Systems and Equipment within the North Atlantic Treaty Organization," March 5, 1980
- (h) [DoD Directive 5000.35](#), "Defense Acquisition Regulatory System," March 8, 1978
- (i) [DoD Directive 5530.3](#), "International Agreements," December 6, 1979
- (j) DoD 7290.3-M, "Foreign Military Sales Financial Management Manual," June 1981
- (k) DoD Instruction 2050.1, "Delegated Approval Authority to Negotiate and Conclude International Agreements," July 6, 1977
- (l) DoD Directive 4151.17, "Overseas Depot Maintenance," July 16, 1985
- (m) [DoD Directive 5105.20](#), "Defense Representation, United States Mission to the North Atlantic Treaty Organization and Europe," November 16, 1972

E2. ENCLOSURE 2

DEFINITIONS

E2.1.1. Collocated Operating Bases. A base or facility where detachments, units, or organizations of two or more nations are physically situated for operations or support.

E2.1.2. Combined Logistic Support. The pooling of specified resources by nations for use by the same nations as decided by a coordinating agency or authority to which the subscribing nations have agreed. (NOTE: In NATO this is termed "integrated logistic support." This term is renamed here to avoid confusion with the unrelated U.S. concept of integrated logistic support as used in the system acquisition process.)

E2.1.3. Common Infrastructure. Infrastructure essential to the training of NATO forces or the implementing of NATO operational plans which, because of the degree of common use, interest, and compliance with criteria laid down from time to time by the North Atlantic Council, is commonly financed by NATO members.

E2.1.4. Cooperative Logistics. The logistics support provided a foreign government or agency through participating in the U.S. DoD logistics system under Security Assistance procedures with reimbursement to the United States for support provided.

E2.1.5. Cross-Servicing. That servicing performed by one Service or national element for other Services or national elements and for which the other Services or national elements may be charged.

E2.1.6. Host-Nation Support. Civil and military assistance rendered in peace and war by a host nation to allied forces and organizations located on or in transit through the host nation's territory. Such assistance is for commitments from alliances or bilateral or multilateral agreements among the host nation and those nations having forces operating in the host nation's territory and, in some cases, international organizations.

E2.1.7. Interoperability. The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use those exchanged to enable them to operate effectively together.

E2.1.8. Mutual Logistic Support. Arrangements made at government-level between one nation and one or more other nations to assist each other with logistic support.

E2.1.9. NAMSA. NATO Maintenance and Supply Agency. The executive agency of NAMSO, charged with carrying out the daily functions of that organization.

E2.1.10. NAMSO. NATO Maintenance and Supply Organization. The logistic support organization within NATO, chartered to provide logistic support services, in peace and war time, for weapon and equipment systems held in common by NATO nations.

E2.1.11. NAMSO Weapon System Partnership Agreement. An agreement between the United States and one or more NATO nations participating in the operation of the NATO Maintenance and Supply Organization (NAMSO), entered into pursuant to the terms of the NAMSO charter, for the common logistic support of a specific weapon system common to those nations. Each weapon system partnership agreement shall provide for joint management by the participating nations and for the equitable sharing of the administrative costs.

E2.1.12. NATO Subsidiary Body

E2.1.12.1. Any organization within the meaning of the term "subsidiary bodies" in Article I of the multilateral "Agreement on the Status of the North Atlantic Treaty Organization, National Representatives and International Staff," signed at Ottawa on September 20, 1951 (TIAS 2992; 5 UST 1087).

E2.1.12.2. Any international military headquarters or organization to which the "Protocol on the Status of International Military Headquarters Set Up Pursuant to the North Atlantic Treaty," signed at Paris on August 28, 1952 (TIAS 2978; 5 UST 870) applies.

E2.1.13. Rationalization. Any action that increases the effectiveness of allied forces through more efficient and effective use of defense resources committed to the alliance. Rationalization includes consolidation, reassignment of national priorities to higher allied needs, standardization, specialization, mutual support or improved interoperability, and greater cooperation. Rationalization applies to both weapons resources and nonweapon military matters.

E2.1.14. Reasonably Assured. Describing host-nation support for which an agreement has been concluded, the necessary support resources have been provided or earmarked, and provisions have been made to test the support in peacetime.

E2.1.15. Standardization. Within NATO the process of developing concepts, doctrines, procedures, and design to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability, and commonality in the fields of operations, administration, and materiel.